

S E C R E T

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A SURVEY OF JOB-RELATED ATTITUDES AND OPINIONS  
OF CAREERISTS IN THE CLANDESTINE SERVICE

25X1



Office of Medical Services  
Psychological Services Staff  
Research Branch

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S E C R E T

S E C R E T

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INDEX

	<u>Page</u>
SUMMARY OF SIGNIFICANT. . . . .	1
INTRODUCTION. . . . .	6
Sample Description . . . . .	7
RESULTS . . . . .	9
Job-Related Attitudes of the DDP Sample. . . .	9
Comparison of the Job-Related Attitudes of Professionals in DDP with the Attitudes of Those in Other Directorates . . . . .	18
Differential Job Attitudes of Headquarters and Overseas Employees in the CS . . . . .	23
Differential Job Attitudes of 5- and 10-Year Employees in the CS. . . . .	26
Comparisons of the Job-Related Attitudes of 5- and 10-Year Employees with those of 1-Year Employees in the CS. . . . .	27
Discussion of Comments made in Response to An Open-Ended Attitude Survey Question . . .	28
APPENDICES	
Appendix A: Summary of Background Characteristics of the DDP and Non-DDP Samples . . . . .	41
Appendix B: Distribution of Response Percentages to Agency Job Attitude Questionnaire: DDP Sample Only . . . . .	44

S E C R E T

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SUMMARY OF SIGNIFICANT FINDINGS

1. This report describes the results of a questionnaire survey of job-related attitudes of  employees in the Clandestine Service. All current employees within the Clandestine Service who entered on duty approximately 5 or 10 years ago in professional-level jobs and who were under age 30 when hired were surveyed. The source of the data was an attitude survey of  CIA professionals, the results of which were reported previously. 25X1

2. Considerable variation was found in the degrees of satisfaction expressed by CS employees toward a variety of job dimensions. Almost everyone in the sample expressed satisfaction with Agency goals and with their co-workers. Nearly 8 in 10 viewed Agency rules and regulations as reasonable and their supervisors as competent and fair. Between 70 and 75% expressed satisfaction with the work they are doing and the recognition they receive for their work. Better than 6 out of 10 expressed clear satisfaction with their personal work accomplishments, the impression their jobs make on others, and their physical surroundings and working conditions; 60% were satisfied with the classroom and on-the-job training they have received. Finally at the lower extreme, less than half of those surveyed were clearly satisfied with their salaries, and less than 4 in 10 were content with the opportunities for advancement provided by the Agency or with the way the Agency is run.

3. Overall, 72% of the DDP sample indicated that they were satisfied with their jobs as a whole, 20% were "about as satisfied as dissatisfied" and 8% expressed clear dissatisfaction. This degree of general job satisfaction is virtually identical to that obtained in the overall Agency sample.

4. In general, a larger proportion of professionals within the DDP expressed commitment to their careers than did professionals elsewhere in the Agency. Three-quarters of the DDP sample compared with two-thirds of the non-DDP sample indicated that their long-range career plans are to stay with the Agency.

5. The greatest degree of discontent was expressed by the DDP sample toward certain aspects of Agency management. For example, less than half felt that the Agency has progressive programs or that management sees to it that there is cooperation between offices. Approximately half felt that management fails to adequately explain to employees the reasons for its actions. A substantial majority (64%) indicated that they are rarely asked to participate in the planning of their career development. Less than a quarter felt that the Agency is doing a good job of managing the young professionals who have recently entered on duty. The response to these and several other items indicated substantial degrees of dissatisfaction on the part of many CS careerists to the way the Agency is run, the adequacy of communication and cooperation within the Agency, and the ways their careers are handled, their assignments made, and their performances evaluated. ✓

6. The areas of advancement and salary also elicited substantial degrees of dissatisfaction. Less than half of the CS sample were clearly satisfied in these areas. Sixty percent indicated that they would probably advance more quickly in private industry than in the Federal Government, 43% complained that their rate of advancement will be slower than they were led to believe, and 35% did not feel that promotional opportunities are fair. Nearly 8 in 10 felt that they are not getting paid as much as they would outside the Federal Government and nearly half felt that for the work they do they are underpaid.

7. On most items in the questionnaire, the responses of professionals within the DDP and those elsewhere in the Agency were not significantly different. On certain items in categories dealing with the work itself, recognition received for work, training, and physical surroundings and working conditions, DDPers expressed greater degrees of satisfaction than non-DDPers. In general, CS careerists indicated more commitment to careers with the Agency than did their colleagues from other parts of the Agency. However, more DDPers were dissatisfied with their opportunities for advancement, their salaries, and certain aspects of career development and personnel management within the Agency than were non-DDPers.

8. The job-related attitudes of 5- and 10-year DDP careerists were remarkably similar; on only 7 of 114 items did significant

differences emerge. The 10-year people expressed greater degrees of satisfaction toward certain aspects of their work and the treatment they receive from their supervisors. They also responded more favorably to the attitude survey itself. On the other hand, a larger proportion of the 10-year sample felt that the public "looks down on Government employees" (49 vs. 31% for the 5-year sample).

9. Comparisons were made of the attitudes of the 5- and 10-year CS careerists in this survey with those of 1-year employees gathered in a previous survey. In general, employees who have been here 5 or 10 years are more satisfied with their jobs and the work they are doing. On the other hand, 1-year employees expressed greater satisfaction with the opportunities for promotion provided by the Agency.

10. Comparisons between the job attitudes of DDPers at Headquarters and those overseas revealed relatively few differences. Where differences between the two groups did emerge, in nearly all cases DDPers who were overseas gave more favorable responses. Items on which greater proportions of the overseas sample expressed satisfaction fell in the areas of the work itself, opportunities for advancement, recognition received for work, and physical surroundings.

11. An open-ended question which asked employees to discuss additional reasons for job satisfaction and dissatisfaction and invited suggestions for change drew comments from approximately half

S E C R E T

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of the DDP sample. Half of the total number of comments made dealt with career development/personnel management and the way the Agency is run; nearly all of these comments were expressions of dissatisfaction. A moderate number of suggestions for change were obtained from this narrative material.

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## INTRODUCTION

This report describes some job-related attitudes of a group of professionals serving in the Clandestine Service. It is based upon a questionnaire survey of job-related attitudes of ☐ DDP employees conducted in the fall of 1969 under the auspices of the Inspector General. Employees within DDP who EOD'd in 1958, 1959, 1963, and 1964 were included. The source of the data for this report was an Agency-wide attitude survey of ☐ CIA professionals, the results of which were reported earlier (Psychological Services Staff Report dated January 1970: "A Survey of Job-Related Attitudes of Five- and Ten-Year Agency Officers").

The main purposes of this report are: 1) to provide an overview of the job-related attitudes of professionals within DDP; 2) to compare the attitudes of: DDPers with non-DDPers; DDPers who EOD'd five years ago with those who EOD'd ten years ago; and DDPers stationed overseas with those at Headquarters; and 3) to summarize the narrative comments which were produced in response to an open-ended attitude question. A previous survey focused upon the attitudes of relatively new DDP professionals (PSS Report dated March 1969: "Supplementary Report: An Analysis of Job-Related Attitudes of Some Young Careerists in the Clandestine Services"). The present survey was directed toward employees in the DDP who have been with the Agency for considerable lengths of



time and whose attitudes might be expected to be based more upon experience and less upon hearsay than those of new employees. The questionnaire and its administration were described in the January 1970 PSS Report, referenced above.

#### Sample Description

The DDP sample consisted of [ ] people -- 94% of whom were men -- carrying "D" service designations. [ ] of these people EOD'd in 1958 or 1959 (10-year sample); the remaining [ ] EOD'd in 1963 or 1964 (5-year sample). Over 80% were between the ages of 30 and 39 when surveyed. Virtually everyone in the sample had at least a bachelor's degree, and approximately 1 in 4 held some type of advanced degree. Seven in ten had EOD'd in the GS-07 to GS-08 range; the same proportion of the sample reported current grades in the GS-11 to GS-12 range when the survey was conducted. Appendix A provides a complete description of the DDP sample on a number of background factors.

The questionnaire was sent to [ ] DDPers. Completed questionnaires were returned by [ ] providing a return rate of 77%. Table 1 presents the estimated composition of the sample by office, based upon the number of questionnaires sent out. Since the questionnaires were returned anonymously, this is the best available estimate of the composition of the sample. Three divisions -- FE, EUR, and WH accounted for approximately two-thirds of the DDP sample.

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## RESULTS

### Job-Related Attitudes of the DDP Sample

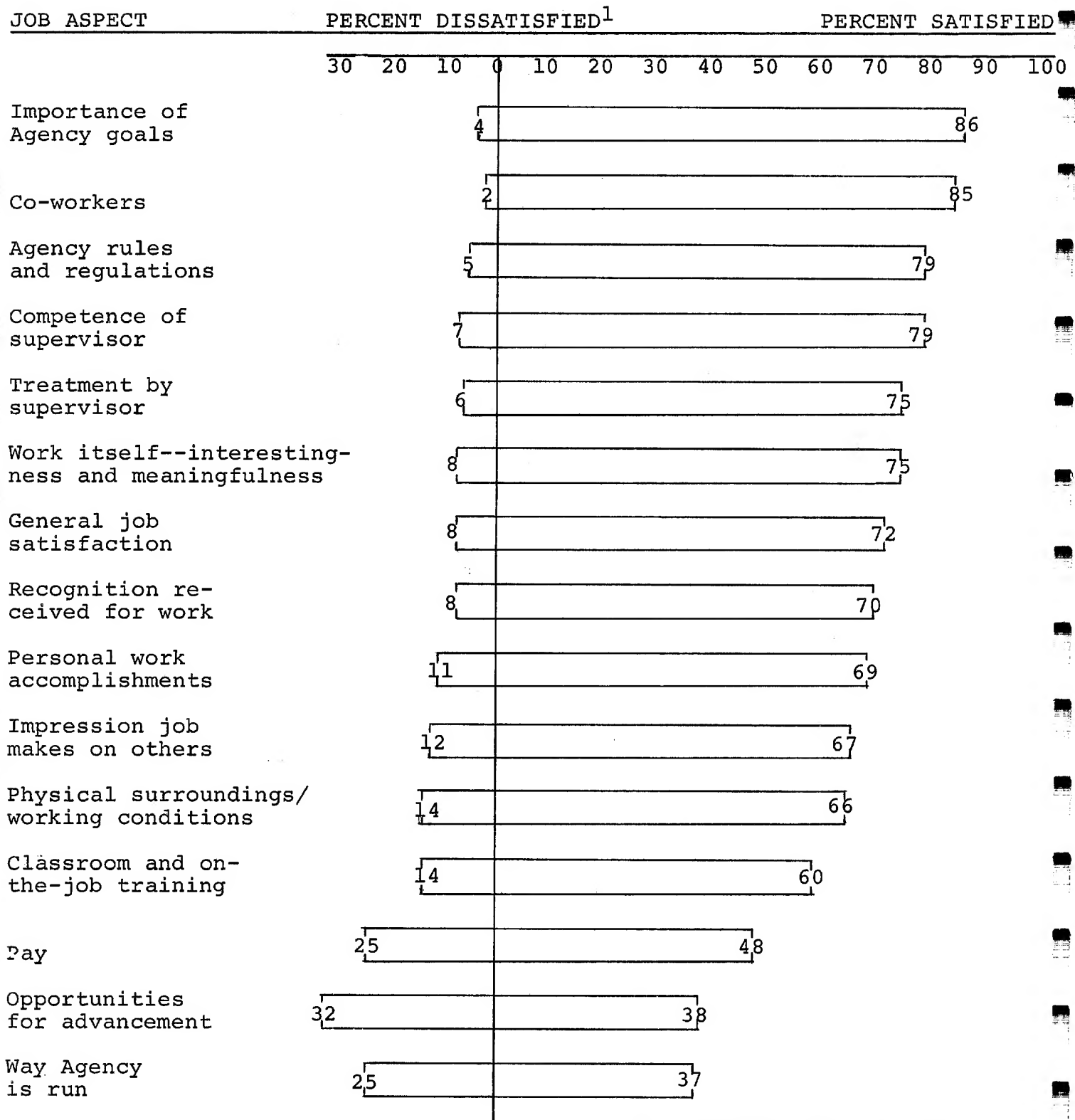
Figure 1 presents the percent of the DDP sample expressing satisfaction (and dissatisfaction) with various aspects of their jobs. This figure is based upon the responses of the sample to 15 items (hereafter called indicator items) designed to measure overall degrees of satisfaction toward important job dimensions. These items do not tell the complete story (inasmuch as 99 additional items and an open-ended question explore more specific aspects of job satisfaction), but they do provide a good overview of the attitudes of DDPers toward various aspects of their jobs.

It is apparent from Figure 1 that much larger proportions of the DDP sample were satisfied with certain aspects of their jobs than with others. Large majorities (three-quarters or more) of the DDP sample expressed clear satisfaction with the Agency's goals, their co-workers, rules and regulations, the competence and fairness of their supervisors, and the work they are doing. At the other extreme, less than 4 in 10 were clearly satisfied with the opportunities for advancement provided by the Agency and with the way the Agency is run.

The discussion that follows will highlight the findings of selected items in the attitude survey. No attempt is made to be

FIGURE 1

PERCENT OF DDP SAMPLE EXPRESSING SATISFACTION AND  
DISSATISFACTION WITH VARIOUS ASPECTS OF THEIR JOBS



<sup>1</sup>Does not include percent responding "About as satisfied as dissatisfied".

comprehensive; a complete listing of all the items and the distribution of responses of the DDP sample to these items is provided in Appendix B.

The Work Itself -- Interestingness and Meaningfulness

On most of the items dealing with the work itself, large majorities of the DDP sample expressed positive attitudes. Thus, nearly everyone felt that his job requires him to be creative and provides the opportunity for him to use his abilities. Almost no one believed that the Agency expects too much from him, or that there is too much pressure on his job, although 16% did agree that their jobs are usually so easy that they are not interesting, and 22% did not feel that they get challenging, important assignments. More than half of those surveyed believed that they spend too much time doing clerical tasks<sup>1</sup>. In sum, relatively few DDPers indicated that they are dissatisfied with their work in general, although some are questioning whether their work is as challenging, important, and free from clerical tasks as it might be.

Personal Work Accomplishments

With regard to the sense of personal accomplishment that DDP careerists derive from their work, nearly 7 in 10 of those surveyed expressed clear satisfaction. On the other hand, nearly a quarter of the sample agreed with the item "Sometimes I feel my job counts for very little in the Agency."

### Opportunities for Advancement

A great deal of dissatisfaction was registered toward the opportunities for promotion provided by the Agency; little more than a third of those surveyed were clearly satisfied in this area. Sixty percent indicated that they would probably advance more quickly in private industry than in the Federal Government, 43% complained that their rate of advancement will be slower than they were led to believe, and 35% did not feel that promotional opportunities are fair. Perhaps related to the matter of fairness was an item concerning employees' views of how one gets ahead in the Agency. Although more than half of the sample felt that demonstrated performance is the main factor, a sizeable minority (31%) believed that getting known by the right people best describes how people get ahead.

### Classroom and On-The-Job Training

Sixty percent of the DDP sample indicated clear satisfaction with the training they have received. Large majorities indicated that their formal orientation gave a clear understanding of both the Agency's role in the Federal system and its internal operations. But a third of the sample indicated dissatisfaction with the quality of Agency training instructors, and 41% did not feel that the Agency has a well-planned training program for people in their positions. However, it is likely that many feel that a well-planned training program cannot (or need not) be designed for their positions. Evidence

for this line of reasoning is suggested by the finding that only 22% felt that the Agency has provided inadequate training for their jobs.

#### Pay and Benefits

Considerable dissatisfaction was registered by those in the DDP sample toward their salaries. Less than 50% were clearly satisfied with the pay they receive. Nearly 8 in 10 felt that they are not getting paid as much as they would outside the Federal Government, and nearly 1 in 2 felt that for the work they do they are underpaid. Large majorities indicated satisfaction with employee benefits and understanding of what the Agency benefit program provides for employees.

#### Co-Workers

Widespread satisfaction was expressed by DDP careerists toward their co-workers; nearly everyone in the sample described their fellow employees as cooperative and congenial. Eighteen percent did feel that in terms of interests and attitudes, they do not have a lot in common with their fellow workers. Overall, however, attitudes toward co-workers were among the most positive ones expressed on the entire questionnaire.

#### Recognition Received for Work

Large majorities of the DDP sample were satisfied with the recognition -- both praise and criticism -- that they receive for

their work. Almost no one felt that his work was unfairly criticized and most indicated that they usually receive praise for a job well done.

#### Treatment by Supervisor

Three-fourths of the sample of DDP careerists expressed clear satisfaction with the treatment accorded them by their supervisors. On several items dealing with a variety of supervisory practices, an average of only about one in ten was clearly dissatisfied. The only exceptions to this rule found one-fifth of the sample indicating that their supervisors allow too little time for breaks and lunch, and a like proportion feeling that their supervisors are too interested in their own success to care about the needs of their employees.

#### Competence of Supervisor

Eighty percent or more of the DDP sample registered clear satisfaction with their supervisors' general competence and technical skills. Nearly 9 in 10 indicated that their supervisors provide them with the materials, information, or assistance needed to do their best work.

#### Physical Surroundings/Working Conditions

The items on this dimension covered many different topics -- from parking facilities to office accommodations to clerical help. Very little dissatisfaction was expressed concerning the availability of office supplies, access to parking facilities, convenience of starting and quitting times and availability of transportation to



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and from work. However, nearly 40% of the DDP careerists indicated that they had trouble getting enough clerical help. A like percentage felt that their office space afforded too little privacy. Nearly a third described eating facilities in their buildings as inadequate, and a quarter felt that their office areas are depressing. Overall, two-thirds of the sample expressed clear satisfaction with their physical surroundings and working conditions.

Impression Job Makes on Others

For the most part, employees in the DDP sample seemed reasonably satisfied with the impression their jobs make on others. Over a third of the DDP careerists did feel, however, that the public looks down on Government employees.

Agency Rules and Regulations

Less than one-tenth of the DDP sample expressed clear dissatisfaction with the Agency's rules and regulations or felt that they are unnecessarily strict or rigid.

Way Agency is Run

A mixed picture emerged on this dimension. While 3 out of 4 felt that the Agency is run by people who have good judgment, less than 4 in 10 of those surveyed expressed clear satisfaction with the way the Agency is run. And while a majority felt that the Agency is willing to act on new ideas that have merit, less than half felt that the Agency has progressive programs or that management sees to it that there is cooperation between offices.

Adequacy of Communication

Approximately 8 out of 10 in the DDP sample indicated that they can make their ideas known to management and that they know how their job fits in with other work in the Agency. On the other hand, about 50% felt that management does not make an effort to solicit their ideas outside the formal suggestion system. Similarly, 1 in 2 felt that management fails to adequately explain to employees the reasons for its actions and that there is a communication gap between management and employees.

Career Development/Personnel Management

On several of the items dealing with career development and personnel management, substantial proportions of the sample DDP careerists registered dissatisfaction. Sixty-four percent of those surveyed indicated that they are rarely asked to participate in the planning of their career development. Over half of the sample felt that the Agency should take more interest in each employee as a person than it presently does. More than half also felt the fitness reporting system leaves much to be desired. Less than a quarter could agree that the Agency is doing a good job of managing the young professionals who have recently entered on duty. Only a quarter of the sample clearly disagreed with the item "The personnel program of this Agency is a hindrance". The response to these and several other items indicated substantial degrees of dissatisfaction on the part of many DDP careerists toward the ways

in which their careers are handled, their assignments made, and their performances evaluated. On the positive side, nearly everyone reported a definite growth in skills since taking their current jobs.

Caliber of New Professionals

Eight in ten DDP careerists felt that young professionals entering the Agency today are as capable as those who entered when they did; only 6 in 10 believed they are as motivated as those who entered when they did. And, as mentioned previously, less than a quarter clearly felt that the Agency is doing a good job of managing the young professionals who have recently EOD'd.

Importance of Agency Goals

Extremely favorable attitudes were registered toward the importance and worthwhileness of Agency goals. Approximately 9 in 10 expressed clear satisfaction in this area.

Commitment to Agency Career

A high degree of commitment to the Agency and their work was expressed by DDP careerists. Three-quarters of the sample indicated that they planned to remain with the Agency. A large percentage (70%) felt that their present job is in the area of work (not necessarily the same job) that they wish to remain in permanently. Nearly 80% indicated that they really feel part of the Agency, and only 1 in 6 would probably not come to work here if he "had it to do over again".

### General Job Satisfaction

Seventy-two percent of the DDP sample indicated that they were satisfied with their jobs, 8% felt dissatisfied and the remaining 20% were "about as satisfied as dissatisfied". Sizeable minorities of the sample (24%) felt discouraged in their present jobs and did not feel that their jobs were as good as they thought they would be when they were hired (26%).

### Reactions to Questionnaire

The two items in this category sought to determine how people regard the attitude survey. Fifty-two percent felt that a questionnaire (like the one used in this survey) is a good way to let management know what people are thinking. A somewhat smaller percentage (41%) believed that "some good" may come out of the attitude survey.

#### Comparison of the Job-Related Attitudes of Professionals in DDP with the Attitudes of Those in other Directorates

In this section, comparisons are made of the job-related attitudes of ☐ DDPers and ☐ non-DDPers. Only those job dimensions and questionnaire items are discussed on which responses of the two Agency groups differed to a statistically reliable degree.<sup>1</sup>

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<sup>1</sup>Statistical note: A statistically reliable difference is defined as a difference (in response distributions) of a magnitude such that it is not likely to have arisen through chance or random factors alone.

In some cases where statistical significance was attained, the results are not discussed because the differences were not large enough to warrant special note.

The comparison or non-DDP sample consisted of [ ] Agency professionals from the DDI, [ ] from the DDS, [ ] from the DDS&T, and [ ] from the Office of the DCI. Sixty-three percent of this sample EOD'd approximately 5 years ago, the rest approximately 10 years ago. Comparisons between the DDP and non-DDP samples on a number of background items revealed that a larger proportion of the DDPers had been through the Career Training Program (83 vs. 21% of the non-DDPers), and a larger proportion were PCS overseas for at least six months of the year immediately preceding the survey (68 vs. 22% of the non-DDPers). It was also found that a significantly higher percentage of the DDP sample had at least a bachelor's degree (99 vs. 81% of the non-DDP sample). On the average, those in the DDP entered at lower GS levels and were still at lower levels at the time of the survey. No differences between the two groups in age, proportion of men, or EOD dates were obtained.

Significant differences between the responses of the DDP and non-DDP samples were found on 35 of 114 items in the questionnaire. On 19 of these 35 items, the DDP sample gave, on the average, more favorable responses.

Areas in which the largest number of differences existed between DDPers and others were the work itself, recognition received for

work, personal work accomplishments, opportunities for advancement, salary, training, physical surroundings/working conditions, career development/personnel management, and commitment to a career with the Agency.

#### The Work Itself

Larger proportions of the DDP sample felt their work permits them to be creative and affords them the opportunity to use their abilities. But a significantly greater proportion of the careerists in the DDP sample felt they spend too much time doing clerical tasks (53 vs. 35% of the non-DDP sample).

#### Recognition Received for Work

A significantly greater percentage of the DDP sample indicated that they receive praise for good work (83 vs. 64% of the non-DDP sample).

#### Personal Work Accomplishments

A significantly smaller percent of careerists in the DDP indicated satisfaction with their personal work accomplishments. This included such things as the amount of work accomplished and the feeling of having been able to make a real contribution.

#### Opportunities for Advancement

On 4 of 6 items on this dimension, DDPers expressed less satisfaction than did their colleagues elsewhere in the Agency. Less overall satisfaction was indicated on the part of the DDP sample toward opportunities for promotion provided by the Agency

(38 vs. 51% of the non-DDP sample). A larger proportion of the DDPers also felt that they would advance more quickly in private industry than the Federal Government, and that their rate of advancement will be slower than they were led to believe.

#### Salary

On all items dealing with salary, a larger proportion of professionals in the CS than in other parts of the Agency expressed discontent. More DDPers felt that they are underpaid and would earn more outside the Government. In terms of overall satisfaction with their salaries, two-thirds of the non-DDP sample but only one-half of the DDP sample expressed clear satisfaction.

#### Training

In general, DDPers held more favorable attitudes toward training than did careerists from other parts of the Agency. Significantly greater proportions of the DDP sample felt that their early training provided a clear understanding of the Agency's role in the Federal Services (91 vs. 77% of non-DDPers) and of the Agency's internal operations (84 vs. 65% of the non-DDPers). Similarly, a larger proportion of DDPers felt that the Agency has a well-planned training program for people in their positions. A slightly greater proportion of the DDP sample, however, indicated that they would rather have spent more time on the job and less in classroom training during the early part of their Agency employment.

Physical Surroundings/Working Conditions

Overall, DDPers were more satisfied with the surroundings and conditions of their work than were non-DDPers. On such matters as parking, availability of transportation, and adequacy of eating facilities, greater proportions of the DDP sample expressed satisfaction.

Career Development/Personnel Management

A larger proportion of the DDP sample expressed dissatisfaction with the personnel program of the Agency. Also, a slightly larger proportion felt that the Agency has grown more depersonalized in its relations with its employees since they have been here. But, a slightly greater percentage of DDPers expressed satisfaction with the fitness reporting system of the Agency.

Commitment to Agency Career

In general, it was found that more professionals within the DDP felt committed to their careers than are professionals elsewhere in the Agency. Three-quarters of the DDP sample but only two-thirds of the non-DDP sample indicated that their long-range career plans are to stay with the Agency. A smaller proportion of the DDP sample would turn down a chance to exchange their present jobs for one of equal pay, security, and status. A larger proportion of the DDP careerists indicated that their present job is in the area of work they wish to remain in permanently. Finally, a larger proportion of the DDPers expressed the feeling that they "really feel part of the Agency".



Other Differences

A larger proportion of DDPers felt that their supervisors are technically well-qualified. A smaller proportion indicated that their family and friends think their present jobs are good. Fewer DDPers expressed overall satisfaction with the way the Agency is run; however, a significantly larger proportion were satisfied with communication between management and employees.

Differential Job Attitudes of Headquarters  
and Overseas Employees in the CS

In this section, comparisons are made of the job-related attitudes of ☐ DDP careerists who had been overseas for 6 or more of the 12 months preceding the survey and ☐ who had not (Headquarters sample). As before, only those differences which were statistically significant will be discussed.

With regard to background characteristics, no differences between the sample emerged on age or education. However, significantly larger proportions of the O/S sample were men (98 vs. 86% of the Headquarters sample) and had been through the CTP (90 vs. 67% for the Headquarters sample). There was less "spread" or variability in the distribution of GS levels (both EOD and current) for the O/S sample; more of the O/S sample EOD'd in grades 7 and 8 and were in grades 11 and 12 at the time the survey was done, while a larger proportion of the Headquarters sample were both above and below these specific EOD and current grade ranges.

Generally speaking, the job-related attitudes of the O/S and Headquarters groups were quite similar. Where differences between the two groups did emerge, in nearly all cases DDPers who were O/S gave more favorable responses. On only 17 of 114 questionnaire items did the responses of people in the two groups differ to a statistically significant degree. On all but one of these 17 items, DDPers who were O/S gave more favorable responses.

Greater proportions of the O/S sample expressed satisfaction with several aspects of their work. Larger percentages indicated that their work requires them to be creative and provides an opportunity for them to use their abilities. Conversely, significantly larger proportions of the Headquarters DDPers indicated that their work is boring, too easy, or that they do not have enough work assigned to keep them busy. The only item in the questionnaire where a significantly larger proportion of the Headquarters people responded with greater satisfaction had to do with job pressures; significantly more O/S than Headquarters careerists agreed that "there is too much pressure on my job".

O/S respondents were consistently more satisfied with the opportunities for advancement provided by the Agency. Forty-four percent of the O/S sample but only 26% of the Headquarters group expressed clear satisfaction in this area. O/S careerists were also more optimistic about their personal chances for promotion.

In the area of physical surroundings and working conditions, larger proportions of the O/S sample expressed satisfaction with the privacy afforded by their offices and with the adequacy of nearby eating facilities.

More O/S than Headquarters employees perceived a direct relationship between accomplishments and rewards within the Agency. A larger percentage of the former believed that people "get ahead" in the Agency through demonstrated performance and that rewards and recognition are based upon actual accomplishments.

Several aspects of Agency management were perceived more favorably by DDPers stationed overseas. Significantly larger proportions of the O/S sample felt that the Agency is willing to act on ideas that have merit (70 vs. 50% agree) and that management explains adequately to employees the reasons for its actions (54 vs. 41% agree). O/S employees also were slightly more favorably disposed toward the Agency's fitness reporting system.

In view of the findings just discussed, it is not surprising that more DDPers stationed overseas agree with the item "I would turn down a chance to change my present job for one of equal pay, security, and status". In fact, two-thirds of the O/S employees but only one-half of the Headquarters employees clearly agreed with this item. It is important to note, however, that approximately equal proportions of both groups indicated that their actual long-range career plans were to stay with the Agency.

Differential Job Attitudes of 5- and  
10-Year Employees in the CS

25X1 Comparisons are made in this section of the job-related  
25X1 attitudes of ☐ DDP careerists who EOD'd approximately 5 years  
ago with the attitudes of ☐ DDPers who EOD'd approximately 10  
years ago. As in the preceding section, only those job dimensions  
and questionnaire items on which the responses of the two Agency  
groups differed to a statistically reliable degree are discussed.

In terms of background characteristics, the 5- and 10-year  
groups were remarkably similar. The two groups did not differ  
significantly on several variables (education, participation in  
the CTP, EOD grade, sex, etc.). Other than the expected differences  
in average age and current grade level, only one other difference  
emerged. A significantly larger proportion of the 5-year people  
had spent 6 or more months overseas during the year immediately  
preceding the survey.

The job-related attitudes of the 5- and 10-year DDP careerists  
were quite similar. Out of a total of 114 items, significant  
differences between the two groups were present on only 7 items.  
On 6 of the 7 items, more 10-year employees gave favorable responses.

Larger proportions of the 5-year people indicated that they  
spend too much time doing clerical work and that there is too much  
pressure on their jobs. Larger proportions of the 10-year  
careerists indicated that their supervisor gets along well with

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and has influence on the people above him. On both items dealing with the attitude survey itself, the 10-year employees were more sanguine. Larger proportions of the 10-year group felt that filling in a questionnaire (like the one used in this survey) is a good way to let management know what employees think, and that some good may come out of the survey. The only item which found a larger proportion of the 5-year DDPers expressing satisfaction had to do with the image of Government employees. A larger percentage of the 10-year people agreed that the public "looks down on Government employees".

Comparisons of the Job-Related Attitudes of 5- and 10-Year Employees with those of 1-Year Employees in the CS

25X1 Comparisons were made of the attitudes of the 5- and 10-year DDP employees with those of ☐ 1-year employees within DDP. (The results for the 1-year employees, taken from a previous survey, were reported in the PSS Report dated March 1969, referenced earlier.) The responses of these two groups were compared on the 15 indicator items and on selected other items of particular interest.

For most of the job dimensions on which the groups were compared, significant differences did not emerge. However, professionals within DDP who have been with the Agency longer tend to be more satisfied with the work they are doing (clear satisfaction increases from 53 to 73 to 79% as you go from the 1- to 5- to 10-year groups). Along the same line, more of the 5- and 10-year employees indicated

that their work does not bore them and that they get challenging, important assignments. Given these findings, it is not surprising that greater overall job satisfaction was evident on the part of 5- and 10-year employees; in fact, 72% of the 5- and 10-year people compared with 58% of the 1-year sample were clearly satisfied with their jobs as a whole.

The only area where the 1-year employees expressed greater satisfaction was promotions. Satisfaction with the opportunities for promotion provided by the Agency goes from 51 to 43 to 29% for the 1-, 5-, and 10-year groups respectively. The optimism of the 1-year people regarding promotions is considerably higher than that expressed by careerists who have been with the Agency for longer periods.

Somewhat unexpectedly the proportions of the three samples indicating that their long-range career plans were to stay with the Agency did not vary a great deal. Sixty-eight percent of the 1-year, 72% of the 5-year and 81% of the 10-year groups indicated that they plan to remain.

Discussion of Comments made in Response to  
An Open-Ended Attitude Survey Question<sup>1</sup>

The last section of the attitude survey contained a single question designed to give the respondents an opportunity to express more fully in writing reasons for job satisfaction and dissatisfaction

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[redacted] assisted in the preparation of this section. She was also responsible for the computer analyses of data on which this report was based.

25X1

Clerical support for the preparation of this report was provided by [redacted]

not covered elsewhere in the questionnaire. It also invited people to offer suggestions for change that they would like to see introduced within the Agency. DDPers included in this survey made one or more comments on this open-ended question. The overwhelming majority of their comments contained some element of dissatisfaction, frequently strongly worded. This is not an unusual finding for an attitude survey of this type and does not cast doubt on the validity of the information (much of it favorable) developed in the other sections of the questionnaire. Typically, people restrict their comments to sources of dissatisfaction, leaving unmentioned areas toward which they feel either satisfaction or indifference. Therefore, to achieve proper perspective and balance, results from the open-ended question should not be considered independently of the results from the multiple-choice items presented earlier in this report.

25X1

In preparing this section, emphasis was given to narrative comments which either enlarged and clarified the information developed from other parts of the questionnaire or which introduced novel concerns of respondents. Particular weight was placed on those comments which were specific to the CS, since these comments were not discussed in the earlier, Agency-wide report (PSS Report of January 1970, referenced above).

The discussion below is organized around approximately the same dimensions of job satisfaction previously used to classify the multiple-choice items. The order in which the various categories are discussed parallels the number of people whose comments fell in the categories, beginning with the most frequently used category.

Career Development/Personnel Management

A great deal of discontent was expressed by people whose comments fell in this area. A sizeable number of people pointed out what they perceived as a lack of any systematic program of career development. To quote one individual, "career planning in the CS is practically non-existent"; to quote another "career programming is too haphazard". One DDPer, after asserting that "personnel management has become a dehumanized, manipulative process", added that "career planning is essentially a fiction, used like mirrors, for purposes of deceiving the individual and top management". The views of many were perhaps best summarized as follows: "I believe a need is felt among many DDP officers for a more concrete career plan having more specific long-range goals with assignments made specifically to test and prepare the officer for these ultimate objectives".

A number of persons argued the need for more and easier mobility within the CS. One person asserted that more mobility



would help eliminate factionalism and encourage cross-fertilization of ideas and experiences. Another argued that such rotation would "educate employees" and "avoid job stagnation". A few suggested rotation outside of as well as within the CS.

Personnel policies and practices came under sharp attack by several. To quote one, "personnel policies...which should maintain and improve the quality of personnel, are frequently so poor, unrealistic, disorganized, and unproductive that one only hopes they are the result of accident, not design". Another DDPer attacked the handling he, himself, had received: "I have never, anywhere, in any other situation, encountered the arbitrariness, disregard for feelings, and contempt for the individual which I have encountered routinely in my dealings with organization personnel officers". Several other people voiced similar, though not so strongly worded, opinions. On the other hand, one person stated that in area divisions, the importance of personnel officers seems always subordinate to that of operations officers -- personnel officers lack authority. This individual suggested that qualified operations officers should be rotated to personnel jobs.

The Agency's policies with regard to senior personnel drew several people's attention. One person saw a need "to devise an appropriate assignment for senior personnel who are no longer suited to the specific missions of the CS". Several people made similar

points more bluntly; e.g., "a stronger effort should be made to retire/fire recognized 'deadwood' in the organization", and "deadwood is allowed to block the progress of really competent people". One individual suggested the adoption of a retirement system for DDP officers similar to the one currently used by the military for its officers, in which (1) an individual receives full retirement immediately upon retirement regardless of age, and (2) mandatory retirement after 20 years of service is required if the individual has received no promotions in recent years.

Several persons' comments dealt with the special problems faced by new officers in the CS. More than one cited "unfulfilled promises", especially those dealing with overseas assignments and promotions as a source of disillusionment. Other directed remarks toward the handling of CTs, particularly after their training is completed. To quote one, the "Agency should introduce a realistic system for handling CTs in terms of promises made and ability to carry out those promises". To quote another, the "Agency spends a great deal in training the JOTs; however, once they have training they are thrown on the pile of personnel".

Discrimination against women within the CS was cited by three people. One person claimed such discrimination was "rampant within the DDP". A handful of people criticized the present system

which requires supervisory responsibility of an individual before he can advance beyond a certain grade. Three people complained about the length of Headquarters tours and/or the difficulty of getting overseas. Finally, one person cited the security risks involved in hiring summer employees, adding "if they're too young to be polygraphed, they should not have access to secret material".

Way Agency is Run

Comments falling in this area ranged over many different areas -- from the size of the Agency  The single largest number of comments was directed toward the quality of Agency management. Several individuals cited a lack of leadership and innovative skills in those who guide and direct the Agency. To quote one individual, the Agency "is hampered by serious defects of leadership character and ability, policy-making procedures, communications between management and employees, operating efficiency, and both careless and arbitrary personnel policies". To quote another, "Leadership, or the ability to supervise, should not be considered synonymous with seniority or expertise in non-supervisory functions". Not all of the comments in this area were negative, however; one individual wrote that he admired the Agency's "efficiency", "imagination", and "can-do" attitude.

25X1

Several individuals criticized the size of the Agency. Suggestions were made that the Agency's size be reduced. "We should be smaller,

more skilled, and paid salaries suitable to a profession..." was the response of one.

Excessive red tape and bureaucracy became the target of several. One individual indicated that he "would like to see a reduction of those restricting influences (i.e., admin controls, support restrictions, etc.) and a condensation of regulations... into abbreviated general guidelines with maximum decision-making responsibility delegated to the operating echelons".

A lack of receptivity to new ideas or constructive criticism was cited by several. One person suggested "brain-storming sessions", often expressing his feeling that the "DDP area has been smothered with a feeling of fear to experiment, to try new things, to look for new targets of opportunity". Another voiced the opinion that "constructive criticism of the system or its parts is far too frequently met with rationalizations, excuses, or even punitive action rather than a positive evaluation and objective readjustment".

Conflicts between Headquarters and overseas stations were cited by several. Suggestions that more direction from Headquarters is needed included the following: "(I) would like to see more Headquarters direction and control, particularly in terms of keeping station activities geared to intel needs, PNIO's and foreign policy objectives." On the other hand, one individual indicated that he had "been disturbed by an alarming degree of misrepresentation,

false reasoning and unwillingness to recognize or admit past errors in much of my communication with Headquarters on policy considerations underlying programs on which I work." One person complained about too narrow sectional interests in overseas stations, which "discourages officers from one section from developing ops that could be of benefit to other sections".

25X1

A handful of people's comments suggested a need for better performances on the part of certain Agency employees. One individual commented that "mediocre performance is not only tolerated but rewarded and encouraged...those who made (the) pursuit of excellence their life work are the 'oddballs', the 'incorrigibles', and the 'dissidents'." Another DDPper asserted that "(the) willingness to accept second-rate performances from operations and support elements

is destroying esprit". Finally, one individual commented that in far too many cases with which he was familiar, "the doctors in our medical staff have placed medical holds on people only to have reputable doctors at reknowned institutions unable to confirm the diagnoses of our staff doctors".

A number of other miscellaneous comments were directed toward Agency management. One person criticized the "publish or perish" atmosphere of operational reporting, adding that "much marginal bread-and-butter type of reporting can be done at Headquarters". The Agency's policies and philosophies vis-a-vis other nations were scrutinized by a few people; e.g., one person saw a need to be "more progressive and flexible especially in the area of operations". This person advocated "the support of new and younger political currents (as) U.S. foreign policy permits". Finally, one individual suggested that the Agency consider the "moral aspects of our work in the Clandestine Service", adding that these moral factors "cause more concern to the average employee than he feels free to admit".

#### Reactions to Attitude Survey

Several people's comments were directed toward the attitude survey itself. Several pointed out weaknesses in the questionnaire, criticizing it for being "too general" and "imprecisely worded". One person suggested that many of its questions are irrelevant for managerial personnel. Another remarked that questionnaire

responses are too variable "depending upon current job assignment".

A handful of people remarked that many of the questions are more appropriate for Headquarters than for overseas personnel. Along a somewhat different line, one individual asserted that "many of the questions are loaded or meaningless...(the questionnaire) raises no questions concerning how well the Agency is doing or how it fits into, or might better fit into, the coordinated efforts of other U.S. agencies". The comment was also made that a "multiple-choice questionnaire is no substitute for a well-conducted personal interview". On the other hand, a few people praised the questionnaire, describing it "well thought-out" and "helpful".

#### General Job Satisfaction

A number of people's comments fell in this category; nearly all the comments were positive. People described their careers here as "rewarding", "challenging", "interesting", and "satisfying"; to quote one person, "on the whole, I have enjoyed my years with the Agency". A few people qualified their praise; e.g., "on the whole, this is a very fine outfit, but it's not all good...stations differ...have been most miserable in this outfit, and most happy". The single clearly negative comment in this category was made by an employee who described morale in the Agency as at an "all-time low".

#### Work Itself

Virtually all the comments in this category contained some element of dissatisfaction. Several people complained about

excessive paperwork and the lack of clerical assistance. One individual asserted that "DDP employs too many bright people for jobs which are mundane and insufficiently demanding". Another asserted that "many young careerists quit because of lack of employment". One careerist stated that his greatest criticism concerned the difficulty that a young officer faces in trying to obtain challenging and meaningful work.

Opportunities for Advancement

Nearly all the people whose comments fell in this category were critical of the promotion system. Several people asserted that promotion policies within the CS do not permit the rate of advancement found elsewhere in the Agency. More than one person commented that the most important factor in gaining a promotion is "whom you know". Other factors such as "performance" and "luck" were also cited; e.g., "promotion in DDP is based largely on demonstrated performance...(however, there are) many instances of people being promoted after some major blunder". The minimum time in grade requirement as a prerequisite for advancement also was criticized by a few; one person described this requirement as "irreconcilable with the theory of merit-based promotion". Finally, one individual recommended the elimination of the "tendency to hire retired military men and place them in a position of supervision over career employees", adding that "we have existed long enough to have created our own special expertise".



Miscellaneous Comments

Because no more than 8 people offered comments which fell in any of the remaining categories into which the open-ended responses were classified, these categories will not be considered separately.

Nearly all of the comments dealing with the treatment employees have received from their supervisors expressed some element of dissatisfaction. These comments ranged from "supervisors too often neglect the human side of relations with their employees" to "(I) have had two supervisors who put personal ambitions above normal scruples in dealing with subordinates". Comments dealing with training included those of three persons who expressed the hope that training will improve the caliber of supervision, as well as the comments of a single individual that he was "delighted with the language area training". All the comments related to salary and benefits were negative; to quote one person, the CS "would do well to conceive of itself as an employer as well as a way of life". Comments about the Agency's goals were about equally divided between those who felt that they are in need of re-examination or better definition. To quote one individual, "I feel that our system and goals are worth the effort"; to quote another, "(the) Agency is increasingly uncertain of its role in the U.S. Government". Comments about the competence of supervisors

included the suggestion that a mechanism be created permitting employees to rate their supervisors, with built-in assurance that supervisors could "not get back at their employees for poor ratings".

Several people noted the need for improved two-way, vertical communication within the Agency. One person registered his dissatisfaction with the "living areas of Headquarters". In discussing recognition received for one's work, one DDPer asserted that "my career service affords one a sense of accomplishment", while another alluded to a "rumor" that many personnel regulations are not voluntarily explained or made known to the employee, especially if they work to his advantage and the Agency's disadvantage. In discussing his job, one DDP careerist complained that "the nature and demands of the work tend to isolate one from normal social intercourse in some respects." Finally, in the category dealing with the caliber of new professionals, one DDPer voiced the feeling that "young professionals entering the Agency today are frequently more capable than many of their supervisors".

S E C R E T

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APPENDIX A

Summary of Background Characteristics of  
the DDP and Non-DDP Samples

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S E C R E T  
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APPENDIX A

SUMMARY OF BACKGROUND CHARACTERISTICS OF  
THE DDP AND NON-DDP SAMPLES

	<u>DDP SAMPLE</u> %	<u>NON-DDP SAMPLE</u> %
Distribution of Sample by Career Service:		
Executive Service (DCI)	--	01
Research Service (DDS&T)	--	10
Intelligence Service (DDI)	--	52
Support Service (DDS)	--	37
Clandestine Service (DDP)	100	--
Year of EOD:		
1958	18	20
1959	18	17
1963	42	45
1964	22	18
Have you been through the Career Training Program (CTP or JOT)?		
Yes	83	21
No	17	79
During the past year did you spend six or more months overseas (PCS)?		
Yes	68	22
No	31	78
How old are you?		
25-29	14	19
30-34	52	49
35-39	32	28
40 and above	03	04
What is your sex?		
Male	93	91
Female	07	09

	DDP SAMPLE %	NON-DDP SAMPLE %
What is your highest degree of education?		
Less than a bachelor's degree	01	19
Bachelor's degree	36	26
Bachelor's degree with some graduate work	36	25
Master's degree, L.L.B., J.D., or equivalent	25	26
Ph.D., M.D., or equivalent	01	04
What was your grade when you entered on duty with the Agency? (Do not consider summer jobs.)		
GS-5 or GS-6	19	26
GS-7 or GS-8	70	51
GS-9 or GS-10	06	17
GS-11	03	04
GS-12	01	01
GS-13	01	--
GS-14	--	01
What is your present grade?		
GS-7 or GS-8	01	--
GS-9 or GS-10	08	12
GS-11	37	25
GS-12	33	35
GS-13	19	19
GS-14	03	07
GS-15	--	03
GS-16 and above	--	01

APPENDIX B

Distribution of Response Percentages to Agency  
Job Attitude Questionnaire: DDP Sample Only

APPENDIX B

DISTRIBUTION OF RESPONSE PERCENTAGES TO AGENCY  
JOB ATTITUDE QUESTIONNAIRE: DDP SAMPLE ONLY

RESPONSE  
JUDGED  
FAVORABLE<sup>1</sup>

I. THE WORK ITSELF--INTERESTINGNESS AND  
MEANINGFULNESS

		UNFAVORABLE					UNDECIDED					FAVORABLE				
18.*	How do you feel about the work you have done? (This would include how interesting and meaningful it has been.)		1	7	17	49	26									
31.	My job requires me to be creative.	A	4	8	4	38	46									
39.	Some aspects of my job are too difficult for me.	D	0	2	2	29	68									
49.	I have to look outside my work for things to make life worthwhile and interesting.	D	11	23	6	36	23									
59.	I often come home angry or irritable because of something that has happened at work.	D	6	14	7	51	22									
69.	My work bores me.	D	4	9	5	24	57									
80.	I spend too much time doing clerical tasks.	D	18	35	8	32	7									
84.	I have enough work assigned to keep me busy.	A	4	8	2	33	54									

<sup>1</sup>For items marked A, "Agree Completely" and "Tend to Agree" were considered favorable responses. For items marked D, "Disagree Completely" and "Tend to Disagree" were considered favorable responses.

\*These items, which cover basic dimensions of job satisfaction, were answered on a five-point scale ranging from Very Satisfied to Very Dissatisfied.

SECRET

	RESPONSE JUDGED FAVORABLE	UNFAVORABLE		FAVORABLE	
88. I get challenging, important assignments.	A	8	14	9	24
99. My job is usually so easy it isn't interesting.	D	3	13	5	45
105. There is too much pressure on my job.	D	2	10	8	22
109. I have little opportunity to use my abilities in the Agency.	D	3	10	5	34
123. The Agency expects too much from me.	D	0	2	4	63

II. PERSONAL WORK ACCOMPLISHMENTS

15.* How do you feel about your personal work accomplishments? (This would include such things as whether or not you have successfully completed your work assignments or to what degree you feel you have been able to make a real contribution.)		1	10	19	52	17
40. I rarely see the results of my work.	D	5	10	3	44	38
64. I successfully complete a job or some aspect of it every week.	A	2	12	8	49	29
75. At the end of the day I wonder what I have accomplished.	D	6	17	9	44	24
118. Sometimes I feel that my job counts for very little in the Agency.	D	7	16	11	48	19

III. OPPORTUNITIES FOR ADVANCEMENT

27.* How do you feel about the opportunities for promotion provided by the Agency?		9	23	29	34	4
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SECRET



	RESPONSE JUDGED FAVORABLE	14	34	21	29	2
38. Opportunities for advancement are excellent in my occupation.	A	14	34	21	29	2
57. I would probably advance more quickly in private industry than in the Federal Government.	D	24	36	32	7	2
73. My chances for promotion in the Agency are good.	A	8	21	15	48	9
100. My rate of advancement will be slower than I was led to believe.	D	18	25	20	28	10
113. Promotional opportunities are fair.	A	6	29	23	39	3

IV. CLASSROOM AND ON-THE-JOB TRAINING

16.* How do you feel about the classroom and on-the-job training you have received in and for your present position? (This would include such things as the quality of the training and its relevance to the job.)		2	12	26	46	14
44. During the first part of my Agency employment, I would rather have spent more time on the job and less in classroom training.	D	10	18	11	38	23
53. The Agency has provided inadequate training for my job.	D	6	16	4	43	31
79. I am satisfied with the quality of Agency training instructors.	A	6	26	14	41	12
94. The Agency has a well-planned training program for people in my position.	A	15	26	21	32	5

RESPONSE  
JUDGED  
FAVORABLE

V. PAY AND BENEFITS

		UNFAVORABLE		UNDETERMINED		FAVORABLE	
25.* How do you feel about the salary you receive?		5	20	26	42	6	
34. I am getting paid as much as I would outside the Federal Government.	A	41	36	10	10	3	
77. For the work I do I am underpaid.	D	15	32	17	27	10	
103. I'm satisfied with employee benefits.	A	2	10	11	58	19	
112. I understand what the Agency benefit program provides for employees.	A	5	18	6	56	14	

VI. CO-WORKERS

17.* How do you feel about your co-workers? (This would include how well you get along with them and how much cooperation they give you.)		0	2	12	46	39	
32. My co-workers give me less cooperation than they should.	D	1	6	2	45	45	
50. I get along well with my co-workers.	A	0	3	1	45	51	
68. In terms of interests and attitudes, I have a lot in common with my fellow workers.	A	2	16	9	57	16	
83. One or more of my co-workers has discriminated against me because of my age.	D	3	9	4	23	60	

RESPONSE  
JUDGED  
FAVORABLE

VII. RECOGNITION RECEIVED FOR WORK

			UNFAVORABLE		UNDETERMINED	FAVORABLE	
21.*	How do you feel about the recognition you have received for your work? (This would include such things as any praise or criticism you might have received for your work.)		2	6	21	52	18
85.	My work is unfairly criticized.	D	1	2	4	34	60
89.	In this Agency, rewards and recognition are based primarily upon actual accomplishments.	A	6	17	21	45	11
102.	I usually receive praise for my work when I have done a good job.	A	1	12	4	62	21

VIII. TREATMENT BY SUPERVISOR

20.*	How do you feel about the way your supervisor has treated you?	1	5	19	36	39
33.	My supervisor watches me too closely	1	3	5	32	59
43.	My supervisor listens to my suggestions.	1	5	8	43	43
52.	There are too many people telling me what to do.	4	9	5	54	28
56.	I can trust my supervisor.	4	6	11	38	41
65.	My supervisor gets along well with his boss.	2	9	16	47	27
67.	I know what my supervisor thinks of me and my work.	1	13	11	55	21

	RESPONSE JUDGED FAVORABLE	UNFAVORABLE		UNDECIDED		FAVORABLE
74. My supervisor gives me inadequate time for breaks and lunch.	D	16	5	2	18	59
78. I feel ill at ease in the presence of my supervisor.	D	0	4	2	30	64
82. My supervisor allows me to make my own decisions on how I do my work.	A	2	9	2	51	36
95. My supervisor has little influence on the people above him.	D	3	18	18	46	15
121. My supervisor is too interested in his own success to care about the needs of his employees.	D	4	15	7	43	32

IX. COMPETENCE OF SUPERVISOR

19.* How do you feel about your supervisor's ability to understand the nature of your work?		2	5	14	41	38
36. My supervisor gives confusing instructions.	D	4	9	3	41	43
48. My supervisor makes too many technical mistakes.	D	2	5	8	35	51
60. My supervisor makes sound decisions.	A	2	9	10	56	23
90. My supervisor fails to provide me with the materials, information, or assistance I need to do my best work.	D	1	12	2	34	52
98. My supervisor is well-qualified technically.	A	2	6	5	43	43

S E C R E T

RESPONSE  
JUDGED  
FAVORABLE

X. PHYSICAL SURROUNDINGS/WORKING CONDITIONS

		5	9	19	49	17
24.* How do you feel about your physical surroundings and working conditions? (This would include such things as the appearance of your office and whether you have adequate lighting or quiet.)		UNFAVORABLE		UNDECIDED		FAVORABLE
29. I can get whatever office supplies I need.	A	1	4	1	26	69
35. I have access to inexpensive or free parking near where I work.	A	5	3	3	9	80
47. I am satisfied with the starting and quitting times.	A	4	7	4	39	46
54. My office space gives me too little privacy.	D	17	21	4	31	27
61. I have adequate transportation available to and from work.	A	4	4	2	28	63
72. I have had trouble getting enough clerical help.	D	17	22	11	30	19
81. Eating facilities in this building and the neighborhood are inadequate.	D	16	15	10	33	26
92. My office area is depressing.	D	9	16	6	37	33

XI. IMPRESSION JOB MAKES ON OTHERS

23.* How do you feel about the impression your job or occupation makes on your family or friends?		2	10	21	58	9
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SECRET

152-1

	RESPONSE JUDGED FAVORABLE	UNFAVORABLE		UNJUDGED		FAVORABLE	
42. My family and friends think my present job is a good one.	A	2	14	14	49	21	
62. The public looks down on Government employees.	D	2	35	15	41	7	
XII. <u>AGENCY RULES AND REGULATIONS</u>							
28.* How do you feel about the Agency's rules and regulations as they affect you?		1	4	16	69	10	
37. The Agency's rules and regulations are unnecessarily strict or rigid.	D	2	6	6	48	38	
XIII. <u>WAY AGENCY IS RUN</u>							
22.* How do you feel about the way the Agency is run?		6	19	37	34	3	
58. The Agency is run by people who have good judgment.	A	2	8	15	63	12	
63. The Agency is unwilling to act on new ideas that I think have merit.	D	3	16	18	52	12	
71. The Agency has progressive programs.	A	6	18	32	36	8	
111. Management here sees to it that there is cooperation between offices.	A	8	24	23	37	8	
XIII. (A) <u>ADEQUACY OF COMMUNICATION</u>							
41. Management fails to explain adequately to employees the reasons for its actions.	D	10	31	10	37	13	

SECRET

		RESPONSE JUDGED FAVORABLE		UNFAVORABLE		UNDECIDED		FAVORABLE	
51.	There is too much "red tape" in the Government.	D		30	50	6	12	2	
76.	I can make my ideas known to management.	A		2	11	5	49	32	
91.	Management makes an effort to solicit my ideas outside the formal suggestion system.	A		11	23	13	34	14	
97.	There is a communication gap between management and employees.	D		8	23	17	36	9	
104.	I know how my job fits in with other work done in the Agency.	A		3	9	3	42	44	
XIII. (B) <u>CAREER DEVELOPMENT/PERSONNEL</u> <u>MANAGEMENT</u>									
30.	I have experienced a definite growth in skills since taking my present job.	A		3	6	5	31	54	
45.	The personnel program of this Agency is a hindrance.	D		22	22	31	21	4	
66.	I am rarely asked to participate in the planning of my career development.	D		33	31	4	28	4	
70.	My supervisor has shown interest in my career development.	A		6	23	11	36	24	
96.	The people who hired me misrepresented my job.	D		9	11	8	29	43	
101.	The personnel office in the Agency tries to be helpful.	A		13	27	22	32	6	

	RESPONSE JUDGED FAVORABLE	UNFAVORABLE		UNDECIDED		FAVORABLE	
106. Decisions affecting my assignments and career are made with little regard for my own preferences.	D	12	28	13	36	11	
107. The Agency should take more interest in each employee as a person than it presently does.	D	24	32	17	24	3	
114. Since I've been here, the Agency has grown more depersonalized in its relations with its employees.	D	15	30	29	23	4	
115. The fitness reporting system leaves much to be desired.	D	22	33	15	28	3	
116. Complaints are handled poorly in the Agency.	D	13	18	46	21	2	
117. The Agency is doing a good job of managing the young professionals who have recently entered on duty.	A	17	36	23	23	1	
119. I am kept informed of personnel policies and procedures.	A	5	32	6	45	11	
122. If I have a complaint to make, I feel free to talk to someone up the line.	A	4	15	5	39	36	

XIV. CALIBER OF NEW PROFESSIONALS

124. Overall, young professionals entering the Agency today are as capable as those who entered when I did.	A	3	5	11	49	32
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RESPONSE  
JUDGED  
FAVORABLE

125. Overall, young professionals entering the Agency today are as motivated (i.e., committed to their work) as those who entered when I did.

A

UNFAVORABLE

2 22

UNDETERMINED

17 40

FAVORABLE

19

XV. IMPORTANCE OF AGENCY GOALS

26.\* How do you feel about the importance of the Agency's goals?

1 3 10 38 48

86. The goals of the Agency are worthwhile.

A

0 3 4 34 60

XVI. COMMITMENT TO AGENCY CAREER

46. I would turn down a chance to change my present job for one of equal pay, security, and status.

A

10 11 16 23 39

87. My present job is in the area of work (not necessarily the same job) I wish to remain in permanently.

A

4 11 14 35 35

108. The longer I work for the Agency, the more I feel I belong.

A

5 16 15 46 18

110. If I had it to do over again, I would probably not come to work here.

D

5 11 15 24 44

120. I really feel part of the Agency.

A

2 11 9 49 28

XVII. GENERAL JOB SATISFACTION

14.\* How do you feel about your job as a whole?

1 7 20 50 22

	RESPONSE JUDGED FAVORABLE		UNFAVORABLE	UNDECIDED	FAVORABLE
55. My job is as good as I thought it would be when I was hired.	A	8	18	14	23
93. I am discouraged in my present job.	D	6	13	8	41

XVIII. REACTIONS TO QUESTIONNAIRE

126. Filling in a questionnaire like this is a good way to let management know what employees think.	A	8	15	24	34	18
127. I think some good may come out of filling in a questionnaire like this.	A	6	21	33	28	13

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